

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

CONTENTS	
Best City Ambition Pillar	KPIs
Health & Wellbeing	Percentage of residents who say they feel safe in their local area
	Anti-Social Behaviour Incidents
	Domestic Violence Incidents
	Hate Crime
	Housing Tenant Satisfaction Measures
	Percentage of tenancy check-in visits made
	Percentage of void properties
	Waste collections made on scheduled date
	Percentage of our food businesses have hygiene ratings of satisfactory to very good
	Contact Centre Performance
Zero Carbon	Percentage reduction in citywide carbon emissions against 2005 baseline
	Percentage reduction in council's operational emissions against 2005 baseline
	Percentage of premises at EPC C or better, by tenure
	Independent rating of the city's climate action by the Carbon Disclosure Project
	Woodland Creation
	Percentage all household waste the council manages across Leeds re-used, recycled, composted, or used to create energy (electricity and heat)
	OFLOG KPIs
Inclusive Growth	Jobshop outcomes
	Managing Housing Benefit Caseload
	Council Tax Support Scheme
	Welfare Support

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

HEALTH & WELLBEING

Delivering a safe and welcoming city for people of all ages and from all communities in which residents feel more secure.

Achieving better community safety outcomes - Percentage of residents who say they feel safe in their local area	70.6% - 2023 Survey (71.8% - 2022 Survey)
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The 2024 survey result will be confirmed later this year.

Work continues across services to address the areas highlighted in the 2023 survey by West Yorkshire residents.

Anti-Social Behaviour	Apr 22 to Mar 23	Apr 23 to Mar 24	Change
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ASB Incidents (West Yorkshire Police -WYP)	9,538	9,028	-5%
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The Anti-Social Behaviour (ASB) Board is accountable to the Safer Leeds Executive. This board coordinates the partnerships response to address the impact of anti-social behaviour in Leeds and focuses on early intervention, prevention, and where appropriate enforcement activity.

ASB reporting

There has been a national reduction in the volume of recorded ASB reporting by the police which is reflected in Leeds. This is due to the changes in the national crime recording standards. (NNCRS). An example of this would be where the Police used to record neighbour disputes as ASB, they are now required to consider if they should be recorded as a crime of “harassment” and investigate accordingly.

The streamlining of our customer contact process incorporating a 24-hour online reporting process has enabled us to not only listen to our communities and respond where we have a power or responsibility to act but also signposting them to the most appropriate service to resolve their issues.

Public Awareness

Leeds City Council has seen a slight increase in reports of ASB over the same period. We are constantly seeking new ways of raising awareness. The authorities have a passion to deal with ASB, and the ‘Safer Leeds’ Community Safety Partnership ran a successful ASB awareness week in July 2023.

We continue to scope new initiatives and funding opportunities to support the work we are doing within the partnership relating to problem solving.

ASB problem solving Team:

The Safer Stronger Communities Team successfully secured funds from the West Yorkshire Combined Authority to develop an ASB Problem Solving Team. The funds have secured a new role of a Problem-Solving Team supervisor, along with the ability to deploy ten temporary CCTV cameras and a quantity of target hardening products.

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

The aim is to identify and consult with key networks, stakeholders (both individual and group based) to develop an intelligence-led, tactical picture of crime & ASB concerns and assist partnerships, primarily in high demand problematic areas, whilst having the scope to intervene in any area across the city.

Capable Guardian Service:

The Safer Stronger Communities Team has successfully secured funds from the UK Shared Prosperity Fund and has developed a project which will provide capable guardianship to key areas in the city to reduce ASB through intelligence led, high visibility patrols.

The project will run until 31st March 2025 and will focus on the priority wards of Gipton & Harehills, Burmantofts & Richmond Hill, Beeston & Holbeck, Killingbeck & Seacroft, Armley, Riverside & Hunslet.

Problem solving:

Young people

Significant activity has been undertaken during the year to ensure we are collaborating effectively with partners and council colleagues to reduce the community harm resulting from young people causing ASB. A range of partnerships and forums collectively identify, intervene, educate, and put in place appropriate diversions at the earliest opportunity to try and change behaviours and reduce the need for enforcement. As a partnership, our aim is not to criminalise young people but to ensure they are aware and understand the impact of bad behaviour resulting in ASB and crime. We are seeking to strengthen our response to the issues following the 3Es:

- ✓ Engage - utilising every method available.
- ✓ Educate - with the relevant knowledge and skill set.
- ✓ Enforce – only when it is clear to the partnership that boundaries need to be set.

Team Leodis

Team Leodis is a specialist Police team created to address some of the more complex ASB issues which impact on LCC tenants either directly or indirectly. Team Leodis is a police-led element of the partnership team comprising of one Police Sergeant and three Police Officers with a specialist knowledge of the ASB Crime and Policing Act. The team is tasked based on intelligence-led priorities taking into consideration the threat, harm, and risks where urgent and impactful measures are required to offer a short to medium term response. The team coordinate the most appropriate partners to address the complex issues identified.

Neighbourhood Improvement Partnerships (NIPs)

We have developed a localised partnership problem solving model to reduce the impact on the communities relating to nuisance and anti-social behaviour perpetrated within neighbourhoods. These are long term plans that are driven via a task and finish process and accountable to the ASB Board. This model is now being replicated in several other neighbourhoods such as Harehills and is assisting in the delivery on the 'Clear, Hold Build' model of neighbourhood problem solving initiatives/process. The Police have taken great steps in bringing offenders to justice regarding the distribution of drugs.

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

Problem-Solving Groups (PSG)

The PSGs are ideally suited for short term issues where the partnerships can have high impact over a short term. For example, on Dewsbury Road, two weeks of action were undertaken with warrants executed in relation to drug supply, premises closure orders and injunctions have been sought.

The PSG for Holbeck has been successful in problem solving the immediate ASB and criminality; the group has concentrated on environmental issues including the requirement of clearing waste ground, lighting and bin yards.

The use of Public Space Protection Orders.

These orders create a small list of prohibitions to moderate people's behaviour where the impact is high, but the offending is below a crime.

There are five active community safety related PSPOs within Leeds: Northwest Leeds, Leeds City Centre, a district wide Vehicle Nuisance, and Burmantofts; Harehills is pending approval to complement the work West Yorkshire Police is conducting under the 'Clear, Hold, Build' model.

Reflecting on the 'Your View' resident survey and concerns raised in relation to road safety and dangerous driving, a district wide PSPO associated with the anti-social use of motor vehicles was approved in April 2023. Over the last six months, colleagues within West Yorkshire Police have used this most effectively at three key locations regarding "Cruise Car meets." The PSPO also empowers the West Yorkshire Police Leeds Off Road Motorcycle Team to deal with quad and motorcycle misuse where the evidence to use existing Road Traffic Act powers are not met.

Dangerous Driving

Safer Leeds has representation on the Leeds Road Safety Partnership, Vision Zero. The partnership work is focused on five subgroups known to contribute disproportionately to fatal accidents: Safe Speeds, Safe Vehicles, Safe Roads, Safe Behaviours and People and Post Collision Learning.

Misuse of Motor Vehicle Strategy.

The development of the district-wide misuse of Motor Vehicle strategy is still ongoing and incorporates partners and colleagues from various agencies including West Yorkshire Police road traffic teams, Leeds Off Road Motorcycle Team, the Safer Roads partnership via Vision Zero, colleagues from neighbouring force areas, as well as a 'critical friend' community motorcycle group. The aim of the strategy is to:

- Respond to the communities' concerns relating to the misuse of motor vehicles.
- To reduce the misuse of motor vehicles and keep people and places safe.
- Reduce theft of motorcycles.
- Use legislation effectively.
- Engage, educate, and enforce where appropriate

This relates to all types of mechanically propelled vehicles (MPV): Cars, motorcycles, quads, e-bikes and scooters where they are deemed to be MPVs. The strategy is now to include a tactical deployment plan, this is being developed from learning we have taken from initiating our vehicle PSPO and advice from our neighbouring councils and Police areas.

The LASBT teams have conducted extensive work in their respective areas including engagement opportunities in local communities and ensuring they use the full range of powers available to

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

address ASB and crime. This includes closure orders relating to premises where drugs are being used and distributed, injunctions, Community Protection Orders etc.

Youth Justice & Early Help - we have improved our partnership links with the Youth Justice Service and Early Help Hubs to divert young people away from the Criminal Justice System at an earlier stage. We have funded programmes such as Parents and Children Together (PACT), which tackles the issue of adolescent on parent violence and the 'BeSmart' programme, an eight-week programme designed for children at risk of involvement in the justice system or subject to an Out of Court Disposal which assists children to explore new ways of thinking and make positive choices in their lives. This is now driven within the ASB board at a strategic level where the full process is being mapped so we can identify other opportunities for partnership intervention.

Arson and Nuisance Fires - the area based Anti-Social Behaviour Teams receive the daily calls for service log from West Yorkshire Police for arson and nuisance fires. The teams then engage with the Neighbourhood Policing Team to look at the best way of addressing the behaviour to ensure it is not repeated and offer learning.

Domestic Violence	Apr 22 to Mar 23	Apr 23 to Mar 24	Change
DV Incidents (WYP)	25,960	23,153	-11%

Demand for services remains high and there are increasing numbers of cases with greater risk and complexity. The introduction of the Domestic Abuse Act 2021 has placed a statutory duty on the Local Authority to provide support in safe accommodation for victims-survivors and their children. Leeds City Council is supported in delivering this duty by the Domestic Abuse Local Partnership Board (DALPB) - a multi-agency group who all have a role to play in tackling domestic abuse.

In the last 12 months, there has been a 11% reduction in incidents reported to WYP from April 2023 to March 2024. Despite this decrease, we continue to see an increase in complexity of cases and an impact on the work of the Front Door Safeguarding Hub (FDSH) and the need for support for victims/survivors who are in exceptionally high-risk circumstances. Over the past 12 months from April 2023 to March 2024 these arrangements have supported 4672 victims with safety plans.

Police forces are allowed to disclose information to a potential victim and have a duty to protect members of the public from domestic abuse under the Domestic Violence Disclosure Scheme - also known as "Clare's Law". Council teams support this process by promoting it to victims and by chairing the multi-agency discussions where the decision to disclose is discussed. This information is shared as part of an overall safety planning approach. We have continued to see a significant increase in the number of cases being discussed through this process.

Key areas of work over the last year have been:

Safe Accommodation - funding from central government means that additional support is now available within safe accommodation. This includes more support in refuge settings, including extra workers to support children and young people and domestic abuse support workers based in supported housing projects so that those people can access support. The Sanctuary Support Scheme continues to provide support to those people who can remain in their homes. The scheme is also reaching people from marginalised communities who might otherwise not access support.

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

Age UK has now provided a worker for the scheme allowing for better engagement with older victim-survivors and recognising the specific challenges they face.

Engagement with victims-survivors - the 'Voices Project' continues to develop connections to those that have experienced DVA. The co-ordinator is employed by Leeds Women's Aid, with other staff working on engagement from Behind Closed Doors (male victims), MESMAC (LGBT+ Victims) and LWA Elevate for children and young people. There is regular engagement from the Women's group at the board. The Voices co-ordinator has been asked to present at regional and national events, with Leeds being seen as a model of good practice in survivor engagement. The Women's group has produced a podcast for agencies; "What I wish they knew" to provide workers with the perspective of victims-survivors to improve how they engage with them. We will be presenting an evaluation of this project at a future DALPB meeting.

The Domestic Violence and Abuse Strategy for 2023 -2025 - the strategy has now been published and has been developed using a co-production approach involving victim-survivors and partners. It is supported by arrangements to have a lead board member for each theme and a board forward plan to ensure all areas of the strategy are reviewed and progress updated throughout the year.

Supporting Children - strategic work continues with Children's Services and the Leeds Safeguarding Children Partnership (LSCP) to review how the needs of the child are met both through the Front Door arrangements and through wider partnership structures. Partners successfully bid for Ministry of Justice funding to support a young person's Independent Domestic Violence Advocate at the Front Door, this funding has now been extended to 2025 and additional services for children and young people have been commissioned both in the refuge arrangements and through specialist housing providers who work with young people. The Domestic Abuse Commissioners (DAC) office have conducted a series of surveys and workshops to get a better understanding of agencies responses to children being victims as identified in the Domestic Abuse Act 2021. The Local Authority has been actively engaged in the workshops and will respond to any findings presented by the DAC office.

Engagement with Schools - Leeds successfully delivers 'Operation Encompass', a national notification scheme between police forces and schools to ensure that children and families experiencing domestic abuse receive timely support from school. We are working alongside West Yorkshire Police to develop a fully digitalised approach to notifying schools to improve responses for children and young people.

Enhance the Offer of Support to People Causing Harm/Perpetrators of Domestic Abuse - Leeds has developed its engagement with perpetrators of domestic abuse through the Integrated Offender Management (IOM) arrangements and a commissioned service, Change Grow Live, to ensure that there is closer communication and co-ordination of the measures that are put in place for individuals to reduce their offending and change their behaviour. This approach has now been mainstreamed through existing service delivery and the focus will be on reducing preparator risk and supporting behaviour change. We are working closely with West Yorkshire Combined Authority following an evaluation across West Yorkshire to look at other opportunities to engage with perpetrators where they are not subject to statutory supervision such as the Probation Service.

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

Hate Crime	Apr 22 to Mar 23	Apr 23 to Mar 24	Change
Hate Crime (WYP)	4,073	3,419	-16%

The Hate Crime Strategic Board (HCSB) is responsible to the SLE for the strategic management of the 'Leeds Hate Crime Strategy' and supports the operational delivery of services to effectively respond to and tackle all hate motivated incidents in Leeds.

Third Party Reporting - During the past 12 months, different opportunities for reporting have been developed, including improved third-party reporting in schools and strengthened hate crime reporting centres in a range of community-based settings, educational establishments, and businesses; these are settings that were proven to be high-risk environments for hate crime.

Community-based Third-Party Reporting Centres provide people with an alternative way to report a hate crime or incident other than going to the Police. They give confidential advice, help people report hate crime, and support people. Between September 2023 – March 2024 all existing reporting centres and some new centres have received up to date training delivered by Stop Hate UK with inputs from the Leeds City Council Anti-Social Behaviour team and West Yorkshire Police. Reporting centres include Citizens Advice Leeds, Unity Housing Association, Leeds City Council Community Hubs, Mesmac for LGBT+ related hate and United Response for disability related hate. New centres include Trans Leeds and Together Women. A third-party reporting network has been established, as well as a mechanism for reporting centres to track the number of reports they are taking.

Third Party Hate Signposting Centres have also been launched in addition to the reporting centres. The role of third-party signposting centres is to signpost members of the public who use their services to the third-party reporting centres or to West Yorkshire Police should they require it. A dedicated page on leeds.gov for hate crime has been updated with all the information on reporting and signposting centres and can be found [here](#).

Schools/Educational Establishments - In November 2022, the HCSB implemented a new hate incident and hate crime reporting system in schools. Our work with Stop Hate UK allows schools and learning settings to report hate incident/crimes and is reported to the HCSB on a regular basis. From April 2023 – March 2024, 279 reports were made in total by schools. The majority of these were for race-based hate followed by LGBT+ related hate. Colleagues in Children and Families have produced further analysis on the data.

Performance Reporting - a new model of performance reporting was put in place with colleagues in the Performance and Intelligence team with a focus on outcomes and the opportunity to highlight data on particular groups throughout the year as requested by HCSB who receive reports quarterly. In 2023, LGBT+ hate crime was the focus for Hate Crime Awareness Week (HCAW). Trans People Awareness training was delivered by West Yorkshire Police and public engagements were carried out jointly with the Angels of Freedom community group. Increasing the focus on this strand has been highlighted as a priority for the HCSB and Elected Members over the last year.

Prevention

Preventing hate crime by tackling the beliefs and attitudes that can lead to hate is a key priority. We undertake city-wide targeted campaigns in line with #LeedsNoPlaceForHate, including messages around 'Upstanders not Bystanders', urging people to stand with those who have

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

experienced hate crime, as well as providing practical tips on reporting, sense of reassurance, solidarity, and unity.

The HCSB coordinates Leeds's response to HCAW and delivers a programme of activity across the partnership; 2024 will focus on the response to race hate.

The HCSB has continued to progress actions based on findings and recommendations from the Islamophobia survey carried out by Leeds City Council in 2020. HCSB is developing this area of work through an Anti-Muslim Prejudice Working Group, bringing our partners together to work on this agenda. This group work alongside a Community Reference group which was established in July 2023 which gives a voice to the community as well as check and challenge any work that is being progressed. Progress over the last year on the Anti-Muslim Prejudice action plan includes raising awareness through a fasting in solidarity campaign during Ramadan in March 2024 and the organisation of a series of events and training sessions during Islamophobia Awareness Month in November 2023.

A conference on Anti-Semitism and Anti-Muslim Prejudices was organised in December 2023 to focus work on both forms of hatred with a range of speakers and workshop activity; 120 people attended the conference. Although it was organised before the latest outburst of the conflict in the Middle East, the recent rise in Anti-Semitism and Anti-Muslim prejudice in Leeds as result of what is taking place meant the event was an important way to bring together Muslim and Jewish communities at what is a sensitive time. Feedback from the attendees has been circulated including suggestions for how both forms of hatred are addressed.

Important conversations have taken place in HCSB and Hate Crime Operational Group meetings about the rise in both Anti-Semitism and Anti-Muslim prejudice and how the city can best respond. Tell Mama and CST regularly attend the meetings and give an accurate picture of the hatred and discrimination that both communities are currently experiencing. Work taken place to date by the Safer Stronger Communities team includes: supporting/managing a large number of vigils and demonstrations; meeting with Jewish and Muslim community leaders and organisations; working through a wide range of controversial issues such as the flying of flags and lighting buildings; messages to staff and communities from the council; providing support and guidance to schools; responding to issues with issues with graffiti.

Initial conversations have taken place about including antisemitism in the existing Anti-Muslim Prejudice Working Group so the group can look at both issues jointly. In addition, an Anti-Semitism Community Reference Group will be established similar to the existing Anti-Muslim Prejudice CRG later in 2024.

We have delivered a range of sessions through our Youth Services (Localities) Team to educate young people whilst challenging and tackling discrimination. There has been a targeted focus on 'Differences are celebrated in Leeds, so children and young people feel accepted for who they are. They do not experience bullying and discrimination', and sessions have been held as part of Refugee Week, and for young people that are within the resettlement support scheme.

Following recruitment, West Yorkshire Police now has seven Hate Crime Co-ordinators. A new Hate crime officer will also be recruited by the Safer Stronger Communities team later in 2024.

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

Working to improve housing and deliver a safe and welcoming city.			
<p>Housing Leeds Tenant Satisfaction Measures – Since April 2023, social housing landlords have been required to collect information against the Tenant Satisfaction Measures (TSM), which are a suite of twenty-two measures designed to give an accurate picture of a landlord’s performance.</p> <p>Twelve of the measures are collected via tenant surveys. The remaining ten are collected with reference to our internal data on several areas such as, for example, the number of gas safety inspections that have been conducted.</p> <p>The table below shows how this information is aligned and 2023/24 year end performance.</p> <p>Please see appendices 2 & 3 for background information on the 2023/24 year-end figures.</p>			
Management information - 2023/24		Measured via quarterly tenant surveys - 2023/24 (2022/23 result)	
		Overall satisfaction	66% (60%)
Keeping properties in good repair			
Emergency Repairs completed within target timescale	93.7%	Satisfaction with overall repairs service received in the last 12 months	70% (66%)
Non-Emergency Repairs completed within target timescale	82.3%	Satisfaction with time taken to complete most recent repair	67% (61%)
Homes that do not meet the Decent Homes Standard	3.3%	Satisfaction that the home is well maintained	68% (61%)
Maintaining building safety			
Gas safety checks	99.4%	Satisfaction that the home is safe to live in	74% (61%)
Fire safety checks	100%		
Asbestos safety checks	100%	Satisfaction that the landlord keeps communal areas clean, safe, and well maintained	65% (56%)
Water safety checks	100%		
Lift safety checks	100%		
Respectful and helpful engagement			
		Satisfaction that the landlord listens to tenant views and acts upon them	55% (44%)
		Satisfaction that the landlord keeps tenants informed about things that matter to them	67% (53%)
		Agreement that the landlord treats tenants fairly and with respect.	74% (62%)
Effective handling of complaints			
Stage 1 Complaints relative to the size of the landlord	41.4 complaints per 1,000 homes	Satisfaction with the landlord’s approach to handling of complaints	29% (24%)
Stage 2 Complaints relative to the size of the landlord	10.4 complaints per 1,000 homes		

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

Complaints responded to within target and agreed extended timescales	Stage 1 = 88.2% Stage 2 = 87.9%	Satisfaction that your landlord is easy to deal with	66% (56%)
Responsible neighbourhood management			
Anti-social behaviour cases relative to the size of the landlord	15.8 cases opened per 1,000 homes - Provisional	Satisfaction that the landlord makes a positive contribution to neighbourhoods	60% (44%)
Anti-social behaviour cases that involve hate incidents	0.9 cases opened per 1,000 homes - Provisional	Satisfaction with the landlord's approach to handling of anti-social behaviour	53% (42%)

How the data is being used to drive performance improvements

Once the Regulator of Social Housing publishes TSM data for 2023/24 this will enable us to undertake robust benchmarking against validated data with other landlords to identify how our performance on each of the TSMs compares with other landlords.

During 2023/24 we have undertaken some benchmarking of TSM performance via Housemark, but on the understanding that the benchmarked data was not yet validated. From benchmarking that we have undertaken we have identified that for most TSMs our performance exceeds the average for other similar landlords (based on Quarter 2/3 Housemark data).

However, for some TSMs our performance was similar to or below the average for other similar landlords and so targeted action is underway to strengthen our performance on these particular indicators, as outlined below:

Satisfaction that the landlord keeps tenants informed about things that matter to them - performance was only slightly higher than other similar landlords at 65%.

Our self-assessment against the Transparency, Influence and Accountability Standard also identifies that our communications and information sharing arrangements could be strengthened.

We are currently looking to develop a consistent service wide Communication Strategy during summer 2024 setting the expectation of how services will communicate with customers. Individual services will then self-assess their approach against the strategy and implement actions to strengthen the quality of our communications by the end of 2024/25.

ASB cases relative to size of landlord / TP12 Satisfaction with the landlord's approach to handling ASB – From Housemark benchmarking undertaken during 2023/24, the number of ASB cases is very low when compared to other similar landlords and customer satisfaction is also low.

Our methodology for reporting this KPI in 2023/24 has been to capture all the cases opened for ASB reported by, or by a representative on behalf of a council tenant. For this return we are not capturing all ASB cases reported - where a report resulted in advice and signposting only this was not formally opened as a case.

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

There is a review underway of the ASB policy and procedures and as part of the review there will be customer engagement to ensure that the updated policy and procedures take into account customer feedback.

Repairs completed within target timescales – Average repairs performance is in line similar landlords at around 88% across both emergency and non-emergency repairs, however it is acknowledged that performance against non-emergency repairs requires improvement. During 2023 and early 2024 the service has focused on reducing the level of work in progress (WIP) generated during the previous two years. This backlog reduction has now concluded, with WIP levels now at or below target levels. As such, the focus of the service has shifted to achieving completion within target across all repair categories. This has already delivered improvements in performance and this positive trend is anticipated to continue.

Working with our tenants - Tenancy check-ins

Percentage of tenancy check-in visits made	49% (34.8%)
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The 2023/24 Annual Tenancy check-in (ATCI) programme has continued on the basis that we plan to visit all residents a minimum of once every 3 years, but with some tenants identified as a priority to be visited annually due to poor property condition or tenant vulnerability.

Good progress was made with completing ATCIs during 23/24 with 49% of all Council tenants receiving an ATCI during the year. The visits continue to be important in helping us to identify tenancy and support issues – with 248 visits identifying issues of safeguarding, 418 tenants where hoarding was evident, 1,222 tenants where additional support was needed to manage their tenancy, 567 tenancies with an unacceptable internal property condition and 801 tenancies with an unacceptable external property condition. The outcomes follow similar trends to last year.

2024/25 is the final year of the 3-year visit programme and so it is a priority for us to visit all tenants who have not been visited in the last 3 years, or to have commenced enforcement action against tenants. This will be monitored closely throughout the year.

Providing Quality Housing - Reducing the number of void properties

Percentage of void properties	1.1% (1.4%)
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At the end of March 2024, the number of empty homes across Housing Leeds was 686.

This represented a net reduction in empty homes of 230 from the same period in 2023. The current position brings performance to within 0.1% of the 1% target. As such, the focus for the coming year remains achieving this target and retaining this position. Cross service collaboration remains pivotal to the continued positive trend.

Delivering a clean & welcoming city - Waste collections

Cumulative collections made on scheduled date	99.87% (99.88%)
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The cumulative end of year 2023/24 (13 periods) position of bins collected was 99.87%. This is 0.01% points lower than last year's result of 99.88%.

The cumulative position YTD of bins collected on their scheduled date is 99.81%. This is the slightly lower than last year's equivalent cumulative YTD position of 99.89%. This variance is

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

mainly related to a small increase in missed collection reports for brown bins in April, attributable to the later start of garden waste collections in 2024 and some bins being too heavy to empty.

Delivering a safe city - Food business hygiene ratings

95% of our food businesses have hygiene ratings of satisfactory to very good

98.3% as of 8 May 2024

As of 08.05.24, 98.3% of inspected food premises are rated 3 to 5 and broadly compliant with legal requirements that protect public health.

Although the broadly compliant rate remains static, it indicates there have been no overall reductions in standards and compliance.

Contact Centre Performance

During 2023/24, the contact centre received 110,000 fewer calls into the service than in 2022/23. This was due to several factors:

- Digital improvements in registrars whereby customers can register births, marriages, civil partnerships, and deaths, or request copy certificates online.
- Digital improvements in council tax that allow customers to set up direct debits, change their address and apply for some discounts and exemptions online.
- Changes in the award criteria for the local welfare scheme resulting in a reduction in demand on this service.
- The introduction of an online form for professionals to make referrals into Adult Social Care.

There have been significant improvements in call handling performance in the service this year, with wait times almost halving from 11 minutes in 2022/23, to 6 minutes in 2023/24. The reduction in calls is a factor in relation to the improved performance, but it is worth noting the contact centre workforce has also reduced by 12 FTE customer service officers in this financial year support savings initiatives. The service has continued to focus on performance improvements and undertake regular coaching and training to reduce handling times and improve call handling efficiency. There has also been a significant focus on staff wellbeing, which was reflected in the positive staff satisfaction survey results, where the contact centre scored consistently higher than the council average across the majority of indicators.

The contact centre, in consultation with affected service areas, has reduced opening times on telephone lines that are transactional in nature and have a strong digital offer. This includes pest control, blue badges, unwanted items collection and planning. Reducing the operating times of these transactional lines has helped use reducing resources more effectively and control demand for services whilst continuing to improve wait times.

Customer satisfaction has remained consistently high, with 84% of customers being 'satisfied' or 'very satisfied' with the service received by the contact centre in 2023/24. This is an increase of 2% compared to last year and is based on 20,368 respondents with an average wait time of nine minutes.

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

A detailed breakdown of performance across all services is provided below for the period from 1st April 2023 to 31st March 2024:

Service	Gross calls	Abandoned calls	Answered calls	Answer rate	Average answering time (seconds)	Average handling time (seconds)
Council Tax Reminders	24,788	7,842	16,708	67%	852	720
Council Tax General	185,041	34,450	100,278	81%	695	755
Benefits	33,191	5,951	19,487	82%	686	826
Blue Badge	17,737	985	12,267	94%	337	525
Housing Leeds Repair	135,840	12,126	113,317	91%	336	514
CBL	38,598	5,298	32,164	86%	325	463
Housing Leeds	347,272	5,878	31,311	98%	318	400
Adult Social Care	48,943	5,629	43,291	88%	225	947
Large Collections	5,783	394	3,432	93%	223	292
Registrars	45,828	3,222	24,535	93%	216	527
Planning	14,492	940	9,020	94%	182	575
Refuse	28,999	2,198	19,668	92%	182	350
LWSS Triage Team	12,764	979	11,770	92%	170	349
Pest Control	9,647	312	3,938	94%	170	339
Schools Admissions	29,840	1,372	14,814	95%	168	533
OOH Housing Leeds	38,071	3,276	34,777	91%	168	278
OOH Public	3,866	306	3,550	92%	147	278
Highways	23,643	1,503	13,437	93%	133	439
Child Social Care	16,225	1,602	14,622	90%	109	905
Registrars Priority	5,215	203	5,009	96%	77	614
OOH Emergency	2,704	143	2,559	95%	74	221
OOH Priority	4,523	301	4,218	93%	71	196
Elections	21,787	314	8,988	99%	60	311
ASBU	8,530	276	8,193	96%	53	662
Gold Number	66,233	3,236	62,402	94%	46	115
SC Emergency	96	7	88	92%	45	930

It is encouraging that the year-end position shows that all but three lines within the contact centre are being answered in less than six minutes. The council tax general and council tax reminder lines have been merged into one number following the introduction of the new contact centre telephony system, Genesys, on 1st April 2024, and we expect this to help improve performance in this service area.

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

ZERO CARBON

In 2030 Leeds will have made rapid progress towards carbon neutrality, reducing our impact on the planet, and doing so in a fair way which improves standards of living in all the city's communities.

Percentage reduction in citywide carbon emissions against 2005 baseline	38% (As at Dec 21) - Next update in Summer 2024
Percentage reduction in council's operational emissions against 2005 baseline	62.9% (As at April 2023) - Next update in Summer 2024
Percentage of premises at EPC C or better, by tenure	Social rent – 54.83% Owner-occupied – 26.45% Private rent – 35.45% ALL – 38.81% (As at March 2022) - Next update in Summer 2024
Independent rating of the city's climate action by the Carbon Disclosure Project	A grade (November 2023) The city is among the likes of New York, Paris, Melbourne, Tokyo, Rio de Janeiro, and Cape Town on the organisation's annual A List for the second consecutive year. Of more than 900 global cities that received a rating in 2023, only 13% received an 'A' grade.

The Climate, Energy and Green Spaces team produce the Climate Emergency Annual Report to update on the progress towards the net-zero ambition.

The latest report will be published and discussed at Executive Board in September 2024 and every 12 months from this point thereafter. It will include updated emissions statistics, the 2024 Carbon Disclosure Project (CDP) submission and an updated narrative covering progression throughout 2023/2024 in achieving net-zero. [For information, please see the 2023 report.](#)

The Climate Emergency Advisory Committee (CEAC) was introduced following the declaration of the Climate Emergency in March 2019. It is a cross party advisory committee authorised to consider and make recommendations regarding climate change and sustainability. The Committee has an integral role to check, challenge, and support the relevant work of different council departments as appropriate to help ensure that the council is leading by example and making progress as fast as practical towards its net-zero ambition, with reasonable community and stakeholder engagement and support.

A report is produced annually to update on the work of the Climate Emergency Advisory Committee and its working groups. [Please see the last report published in January 2024.](#)

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

This report does not provide an update on all climate work undertaken by the council – this will be covered in the annual report that is taken to Executive Board in September 2024, as previously mentioned.

Since 2021, Leeds has submitted a public disclosure to the Carbon Disclosure Project detailing the city's annual emissions, as well as the projects, programmes, and policies relating to climate change. This provides a useful, independent, robust check on the city's climate action. In 2022, Leeds was one of 121 cities that received an 'A grade' for the first time. The grading used by CDP is updated every year to require more stringent action. On 14th November 2023, it was confirmed that Leeds was one of 119 cities that received an 'A grade' in 2023. [Please see details of the submission.](#)

Officers from Climate, Energy and Green Spaces met with representatives from Carbon Disclosure Project (CDP) in January 2024 to receive feedback on the 2023 submission. This feedback was brought to the Climate Emergency Advisory Committee (CEAC) meeting on 22nd January 2024 for discussion as to how this would frame the 2024/25 forward plan for the committee. It will inform the 2024 submission as well as the forward plan for the Climate Emergency Advisory Committee. Feedback from Carbon Disclosure Project identified the following:

- To explain explicitly about the positive impact the Flood Alleviation Scheme (FAS) has had on the city and its progress.
- Provide further detail on the strength of public engagement on climate adaptation policies—especially for those with more vulnerable needs.
- Highlight the progression of Connecting Leeds and the improvements to the city as a result.
- Increase the quality of data for public travel methods at a local and district level, provide more detailed tree planting metrics, provide area wide targets for renewable energy generation, and disclose Leeds's carbon credit requirements to achieve net zero.

Supporting the net zero ambition is the work being done through Woodland Creation – Hectares of trees planted

2023/2024 Planting season and tree planting is complete, and the focus has been to deliver some new woodland creation sites and focus on previous years sites to ensure the establishment management is in place and previously planted woodlands are thriving.

In 2023/24 planting season the Green Spaces service have delivered:

- 15ha of new woodland planted across 20 sites and 12 wards with 34,000 whips.
- 53 new sites with a total of 665 standard trees across 24 wards in the city, totalling over 5ha.
- 20 Sites planted with volunteers and Woodland Creation Rangers. This involved over 500 volunteers both public volunteers and corporate volunteers.
- The focus of 2023/24 planting season included a review and replant of woodlands planted between 2020 to 2022 as part of the establishment management.
 - 54 sites were replanted (20ha)
 - 20 sites were prepared for replanting next season (11ha)
- In total 147 sites have been planted, replanted, and prepared for next season during 2023/24 planting season.
- A trial site using mulch mats as an alternative to chemical spraying was delivered. This included planting 1275 trees with mulch mats at the base and tree guards. We will continue to study the site over the next three years to compare maintenance requirements of mulch mats compared to sprayed sites.

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

Work has underway to identify, check suitability, consult and prepare sites for winter 2024/2025 (planting season).

Appendix 5 shows the hectares of woodland creation in each council ward. This is split to show standard trees (larger specimen individual trees) and one showing whips (sapling trees). There are generally 4,444 whips per hectare if ward members wished to know the number of trees in their ward.

Applications for trees for streets are not included in these figures as these are in the development/approval stage for the next planting season.

Percentage all household waste the council manages across Leeds re-used, recycled, composted, or used to create energy (electricity and heat)

Household waste collected: Jan 2023 – Dec 2023

Waste stream	Tonnes Collected	Kg/Household/Week	Kg/Household/Year
Kerbside Dry Mixed Recycling	33,156	1.82	94.84
Kerbside Garden	33,391	2.94	152.80
Kerbside Residual	171,853	9.08	472.11
HWRCs	42,340	2.24	116.31
Banks	11,209	0.59	30.79
City-wide services*	14,364	0.76	39.46
Overall Household waste	306,313.63	16.18	841.49
Residual Household waste	237,222.811	12.53	651.69

* Street sweepings, litter picking and bins, and bulky collections

Additional note: the weight per household is calculated based on the number of properties that particular service/waste stream is available to/collected from. The city's overall average per household is based on the total tonnes collected across all waste streams divided into the total number of Leeds properties.

Leeds is one of the best performing councils in terms of ensuring as little waste as possible ends up in landfill.

Only 0.09% of all household waste collected in the black, green and brown bins and at the 8 household waste and recycling sites (including contents of litter bins and bulky collections) ends up in landfill. 99.91% of all household waste the Council manages across Leeds is either re-used, recycled, composted, has some other beneficial use, or is used to create energy (electricity and heat). Please see **Appendix 4** for a full breakdown.

Office for Local Government (OFLOG): Understanding and supporting local government performance

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

To better understand local government performance OFLOG have developed a basket of performance indicators across the following themes:

- Waste Management
- Corporate & Finance
- Adult social care
- Planning
- Roads

Currently, for the Communities, Housing & Environment directorate the Waste Management indicators are:

- **Household Waste Recycling Rate (%) – Latest figure shown in Appendix 4 = 35.59%**
- **Residual Household Waste (kg per household) = 651.69kg**

The final key performance indicator is ‘**Recycling Contamination Rate (%)**’. This measures the overall amount of non-recyclable materials put in all the council’s recycling bins (green and brown), HWRCs skips and various recycling brick banks, and therefore excludes any general waste collections (black bins or at HWRCs), including any recycling extracted from these collections.

- **The latest Leeds position for this measure is 9.02% (Jan 23 – Dec23)** - Concerns have been raised by councils regarding the validity of using this data as a comparator due to the varying methodologies of councils in calculating this metric.

On the OFLOG website, the most recent national and ‘similar council’ comparisons are from 2021/22. Colleagues are actively pursuing more up to date benchmarking figures, once these are available an update will be provided to this Board together with supporting commentary to explain where and how we compare.

There is also an ongoing consultation regarding the addition of more performance indicators. This includes the consideration of Fly-tipping performance indicators.

INCLUSIVE GROWTH

Helping to provide job opportunities

From 1st January 2024 to 31st March 2024 (quarter 4 of the 2023/24 year)- the Jobshops registered a total of 1,637 new starts to the service and supported 198 customers into employment.

In 2023/24 the Jobshops registered a total of 5,278 new customers and supported 986 customers into employment. The table below shows the figures for the full 2023/24 year.

The Jobshop Employability Support Programme (JESP) programme delivery ended on 31st December 2023 with no new starts being signed up from the end of June. The figures below are for the 2023 JESP starts up to the end of June.

Centre Name	Jobshop registers	Job outcomes	JESP starts	JESP job Outcome
West				

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

Armley	473	108	109	70
Hawthornthwaite	38	5	9	4
Headingley	137	13	31	11
Holt Park	36	8	7	2
Horsforth	3	3	5	1
Bramley	25	4	7	2
Otley	3	5	4	4
Pudsey	31	8	15	8
Yeadon	0	3	3	1
South				
Dewsbury Road	713	161	164	86
Morley	21	2	4	3
Hunslet	244	146	54	37
St Georges	105	14	13	5
East				
Compton	1,003	134	265	70
Reginald	362	45	37	19
Moor Allerton	48	1	8	0
Seacroft	187	69	45	26
Burmantofts	132	4	18	2
City Centre				
Merrion	1,685	247	282	147
Mobile	32	6	33	25
TOTAL	5,278	986	1,113	523

Tackling poverty – Managing Housing Benefit Caseload

Benefits - Average time to process a new application	14.27 days (14.64 days)
Benefits - Average time to process a reported change in circumstances	5.84 days (6.13 days)

Benefits - Average time to process a reported change in circumstances **5.84 days** (6.13 days)

Housing Benefit (HB) is a means tested benefit to help low-income households pay their rent. HB is administered by the Council on behalf of the Department for Work and Pensions (DWP). HB can be applied for online via the Council's website.

The DWP measure the Council's HB performance in terms of how long it takes to process a new application or a reported change in circumstances. Leeds is among the top performers in the country, on average processing new claims in 14.27 days and changes in 5.84 days.

Universal Credit (UC) is gradually replacing HB for working-age residents. Most working age residents making a fresh claim for support with Housing Costs will now claim UC via the DWP's website.

Residents can only make a claim for HB if they:

- live in supported/exempt accommodation such as a homelessness hostel, a refuge, sheltered housing, or accommodation which includes care, support or supervision.
- are a pensioner, or
- live in temporary accommodation provided by the council.

The migration from HB to UC has led to a reduction in the HB caseload. The caseload is expected to decrease at a faster rate now that the DWP have started managed migration to Universal Credit (known as Move to UC). The DWP estimate that the Working Age HB caseload in Leeds will reduce

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

by approximately 45% between April 2024 and December 2024. This represents a reduction of approximately 7,000 HB claims and around 22% of the overall HB caseload.

At the point that a resident claims UC, HB is cancelled and a two week Transition to UC Housing Benefit Payment is awarded. This creates additional administrative work for the W&B service during 2024/25 and the DWP have provided New Burdens funding to help meet additional costs.

Tackling poverty – Council Tax Support Scheme

Council Tax Support (CTS) is a council tax discount available to low-income households.

Since April 2013, Local Authorities have been responsible for designing their own working-age CTS schemes, with less funding from central Government. Pensioners are not subject to the local CTS scheme, but instead have a national scheme prescribed by the Government. Pensioners receive up to 100% support.

During March 2024, the Council was providing CTS to 43,021 working-age households and 19,694 pensioner households. CTS is provided to claimants through two localised schemes. Under the two schemes, 30,670 households must pay a minimum of 25% towards their council tax, whilst 12,351 General Scheme CTS recipients are protected from the 25% reduction in their support until they claim Universal Credit. Protected groups are those who receive 100% of their Council Tax Support award rather than having it capped at 75%.

The current scheme of protections has been part of the local Council Tax Support scheme since it came into effect in 2013. The DWP's intention to migrate all remaining working-age legacy benefit claimants to Universal Credit by April 2025 will lead to a sharp rise in the number of households losing their protected group status.

An applicant can apply online and if CTS is awarded, the discount is credited direct to the customers Council Tax account. The total value of CTS discount awarded for 2023/24 was £57,312,144. The CTS budget for 2023/24 was £58,767,000.

Tackling poverty – Welfare Support

The Welfare Rights Team continues to assist the citizens of Leeds to receive all relevant benefits to alleviate their financial difficulties.

The table below shows a comparison of the clients assisted over the last three financial years as at the end of each financial year. The figures show a considerable increase in the expected financial gain following a client contacting the service for assistance and guidance. This increase continues to be linked to the increased number of people contacting the service to see if they are entitled to any additional help as they are financially unable to cope due to the ongoing cost-of-living crisis.

Indicator	21/22	22/23	23/24
Customers assisted	30,362	29,108	28,424

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

Total value of benefit gains	£ 21,423,887.41	£24,944,181.70	£28,289,132.56
Disability benefit related advice	5,657	7,229	7,246
<p>Within the contact received from clients we continue to receive a high number of disability / sickness related benefit enquiries as evidenced above.</p> <p>As we receive a high number of disability related claims, particularly Personal Independence Payment (PIP) for working age claimants and Attendance Allowance for pensioners we have been under pressure to meet client’s deadlines for returning their applications. Due to this we are working in partnership with Housing for Housing Officer Income staff to take on board form filling for Council Tenants. This partnership is in place to ensure clients receive prompt assistance to complete their forms, so they do not lose out on an award.</p> <p>It is currently taking around 6 months for a PIP claim to be processed on a new claim. The government has acknowledged there has been a significant rise in claims for PIP claims. This is caused by two main factors:</p> <ul style="list-style-type: none"> • a significant rise in claims amongst older age groups due to physical conditions, and • amongst younger age groups due to mental health conditions. <p>According to the Office for Budget Responsibility <i>‘It is possible that these trends among both age groups could be linked to the rising waiting lists for NHS elective treatments and for mental health treatments’.</i></p> <p>The anticipated benefit gains have considerably increased over the period of the economic downturn. Clients who would not normally feel they needed help are contacting us to check their circumstances to see if there is support available to them as they struggle to meet their outgoings. This has resulted in an increase in disability related claims particularly from older persons, as they look to maximise their income. The following information shows how the numbers continue to increase.</p>			

Appendix 1: Delivering our Best City Ambition – Our Directorate KPIs

